

2001 Catalyst Member Benchmarking Survey



ABOUT CATALYST

Catalyst is the nonprofit research and advisory organization working to advance women in business, with offices in New York, San Jose, and Toronto. The leading source of information on women in business for the past four decades, Catalyst has the knowledge and tools that help companies and women maximize their potential. Our solutions-oriented approach—through research, Advisory Services, Corporate Board Placement, and the Catalyst Award—has earned the confidence of global business leaders. The American Institute of Philanthropy consistently ranks Catalyst number one among nonprofits in the US focused on women's issues.

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2001 CATALYST MEMBER BENCHMARKING SURVEY

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INTRODUCTION

Companies and firms that want to capitalize on the talents of all their employees need data to compare their diversity initiatives and progress with that of their competitors, the Fortune 1000 overall, and “best in class” employers. In the fall of 2001, Catalyst introduced its first annual *Catalyst Member Benchmarking Survey* to help meet this need.

The *2001 Catalyst Member Benchmarking Survey* sets a baseline for employers by gauging the prevalence of a wide range of diversity programs and activities. In future years, the survey will focus in greater detail on a particular issue, such as succession planning or accountability, as well as key factors for success and tips for overcoming challenges. Catalyst will be able to profile trends in diversity practice by tracking selected items over time. By collecting representation data not otherwise publicly available, Catalyst provides an important supplement to its *Censuses of Women Board Directors* and *Women Corporate Officers and Top Earners*.

Catalyst is the leading nonprofit research and advisory organization working to advance women in business. Our member organizations are drawn from the Fortune 1000, leading professional firms, and global companies headquartered outside the US. These organizations share a common interest in advancing women to the highest levels of leadership. They are also interested in advancing talented men and women of all races, ethnicities, nationalities, and backgrounds. Catalyst knows that, for most employers, a broad diversity strategy is the most effective vehicle to promote the advancement of all talented individuals. Therefore, the *2001 Catalyst Member Benchmarking Survey* profiles the full scope of diversity activities and outcomes in business today, with a particular focus on how the status of women is affected by these efforts over time.

The 106 companies and firms that responded to the *2001 Catalyst Member Benchmarking Survey* set a high standard against which other organizations can measure themselves. On average, these responding companies have more women at the top than those counted in Catalyst’s annual *Censuses of Women Board Directors* and *Women Corporate Officers and Top Earners* in the Fortune 500. Almost one-quarter of the respondents (25) have won the Catalyst Award for advancing women in business. Their initiatives and proven results reflect an extremely high standard of excellence.

Catalyst began awarding companies for their initiatives to advance women in 1987. Applicants for the Award undergo a rigorous screening process and must demonstrate that their approaches have proven results. As of 2002, 46 corporations and firms have earned this honor.

The Catalyst Member Benchmarking Survey will be offered annually to Catalyst member organizations only. All participants receive a customized report with their data compared to that of total respondents, their industry group, and Catalyst Award Winners. A summary of key findings will be published annually, with the data reported in aggregate and, when noteworthy, for Catalyst Award Winners as a group.

Many of the companies and firms in this survey are making significant investments in diversity. Their strategies are inclusive and the majority approach diversity as a strategic business issue, rather than a legal requirement. Survey respondents have implemented a wide range of programs, with diversity training and work/life policies among the most prevalent. However, respondents overwhelmingly agree that rather than programs, senior leadership commitment is the most successful element of their diversity initiatives. Accountability is also important: two-thirds of respondents set numerical goals for diversity and tie managers' performance ratings or compensation to achieving diversity objectives.

Profile of Respondents

In October 2001, Catalyst mailed surveys to all of its 275 member companies and firms. Participants were given the option to complete the questionnaire on paper or online. Catalyst received 106 completed responses for a 39 percent response rate. Nearly half of the respondents (52), are from Fortune 200 companies. The thirty-two non-Fortune participants include 12 leading firms within accounting, consulting, and

law, as well as 20 large global companies headquartered outside the US. Almost one quarter of respondents (25) have won the Catalyst Award for their efforts to advance women, including women of color, to leadership. A list of all participants who agreed to be recognized publicly is on page 15 of this report. These findings are confidential and no data can be attributed to any specific company or firm.

Breakdown of Respondents	Total
Total Respondents	106 (25 Catalyst Award Winners)
Fortune 1-200	52
Fortune 201-400	17
Fortune 401-600	2
Fortune 601-800	2
Fortune 801-1,000	1
Not on the Fortune List	32 (12 Leading Firms + 20 Global Companies Headquartered Outside of the US)

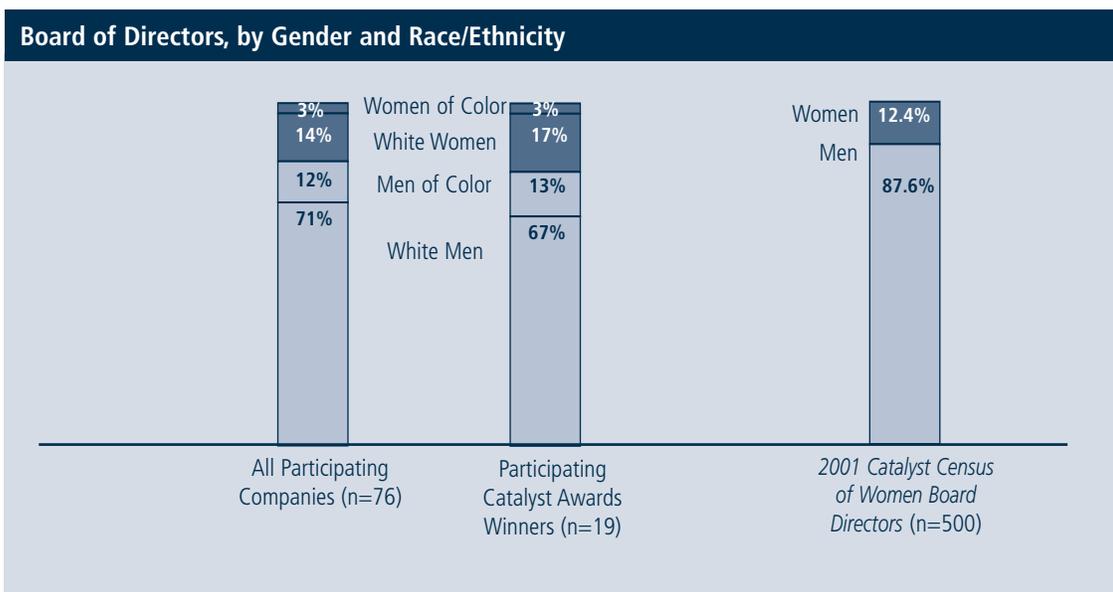
KEY FINDINGS

On average, survey respondents have more women at the top than the Fortune 500.

All survey respondents were asked to provide demographic data by gender and race/ethnicity for their board directors, corporate officers, and executives. Seventy-six out of 94 corporations supplied data for their boards, while 77 gave complete information about their corporate officers and executives. Of the 22 Catalyst Award Winner corporations, 19 provided information about their boards and executives, and 21 furnished corporate officer demographics. Due to their different leadership structure, firms were asked for data about their partners, senior partners, and executive committee members. Because the sample is so small, responses from the 12 firms are not reported here.

Board Directors

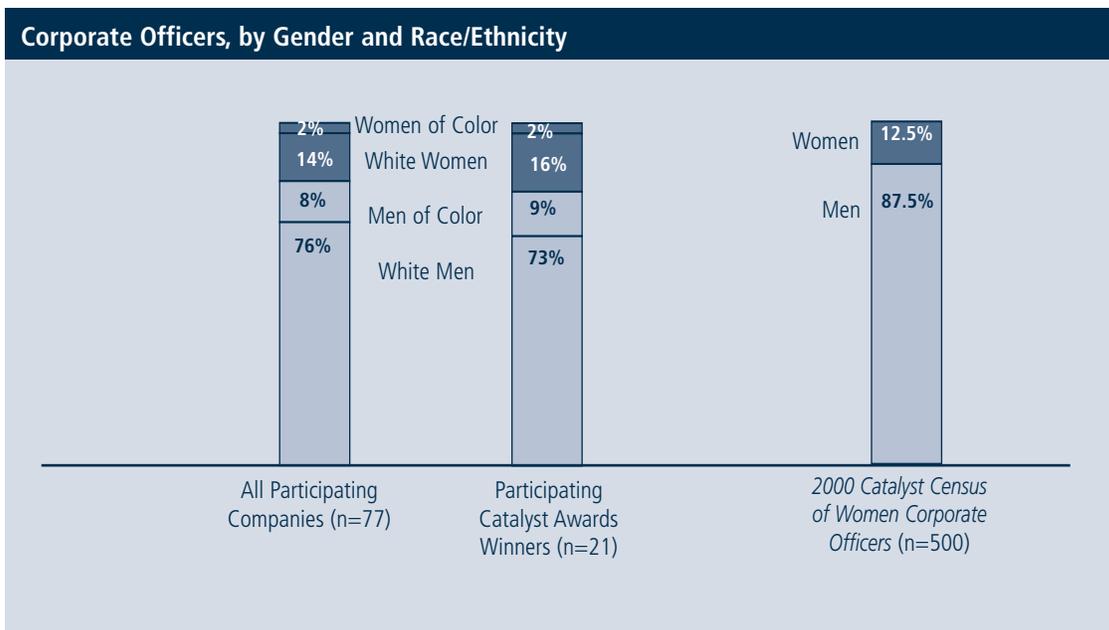
On average, Catalyst member companies in this survey have slightly more women board directors than the companies in the Fortune 500. Catalyst's *2001 Census of Women Board Directors* indicates that women hold 12.4 percent of all F500 board seats. Additionally, women of color hold 2.6 percent of board seats at the 409 out of the 500 Fortune companies for which Catalyst has such data. Catalyst does not monitor board diversity with respect to men of color. As the following chart demonstrates, responding member companies have 17 percent women directors (14 percent white women and 3 percent women of color) on their boards. The Catalyst Award Winners are even more diverse, with a total of 20 percent women directors (17 percent white women and 3 percent women of color).



Corporate Officers

In addition to tracking women board members, Catalyst conducts a *Census of Women Corporate Officers and Top Earners*. This census is based on company verification of publicly available data from corporate annual reports and proxy statements. The corporate officer category is significant because “corporate officers have day-to-day responsibility for corporate operations and the power to legally bind their companies. They represent their companies on major decisions, are the most visible executives, and are defined as ipso factor ‘insiders’ for certain financial and SEC purposes.”¹

As the following chart indicates, the percentage of women corporate officers among the participating Catalyst members and Catalyst Award Winners is higher than the average at Fortune 500 companies. *Catalyst’s 2000 Census of Women Corporate Officers* finds that women hold 12.5 percent of all F500 officer positions. Women of color hold 1.3 percent of officer positions at the 400 out of 500 Fortune companies for which Catalyst has the data. Women comprise 16 percent of corporate officer positions in the companies surveyed—14 percent white women and 2 percent women of color. Participating Catalyst Award Winners have even more diversity with 18 percent women in their corporate officer ranks—16 percent white women and 2 percent women of color.

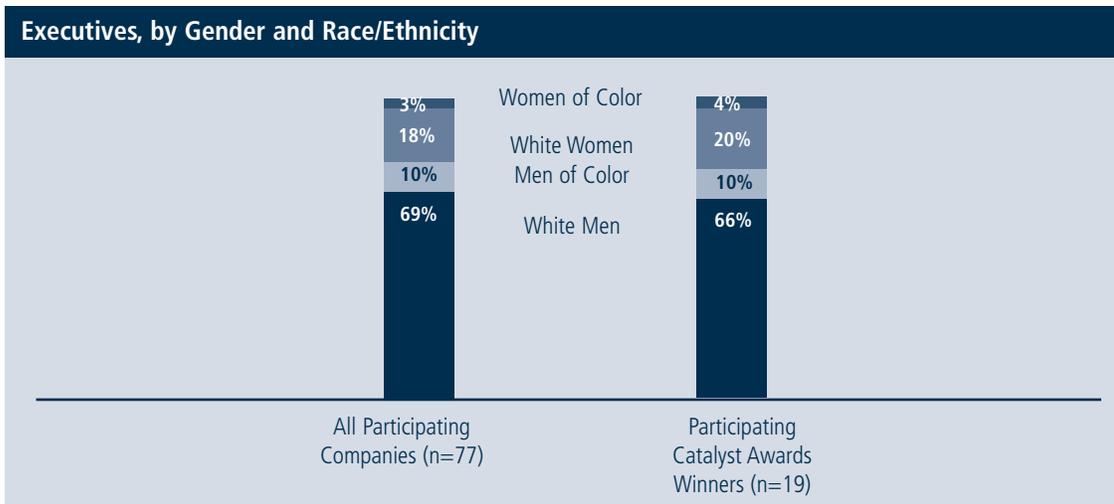


Executives

Catalyst asked participants to provide data on their executive ranks. The executive designation typically includes, but is not limited to, corporate officers. While each organization delineates its executive ranks differently, the term’s generic meaning of “senior management” has resonance in most organizations. Executive compensation plans and span of control issues are the most common criteria for the executive designation. Catalyst does not have national benchmarking data for comparison at the executive level, as these data are not publicly available.

¹ Source: 2000 Catalyst Census of Women Corporate Officers and Top Earners

Across all survey respondents, women comprise one-fifth of corporate executives (18 percent white women, 3 percent women of color). The Catalyst Award Winner respondents report slightly more diversity, with 20 percent white women, and 4 percent women of color executives.



These three levels of representation data—directors, corporate officers, and executives—create a baseline against which future *Catalyst Member Benchmarking Surveys* can measure progress.

Survey respondents view diversity as a source of competitive advantage.

Participants have moved beyond a compliance approach and view diversity as a way to compete effectively in the marketplace. Eighty-nine percent of respondents and 100 percent of Catalyst Award Winners report that one of the top three objectives of their diversity strategies is to gain competitive advantage. Additional objectives include improving retention (59 percent), improving sales results (46 percent), and enhancing creativity and innovation (41 percent). Only 7 percent of all participants and none of the Catalyst Award Winners say that responding to legal requirements is a goal of their diversity strategies.

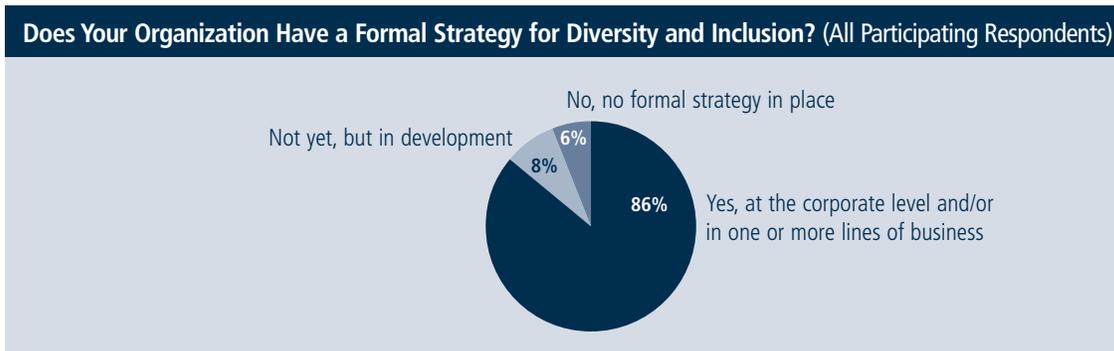
What Are the Objectives of Your Organization’s Diversity and Inclusion Strategy?		
Percent of respondents ranking item #1, 2, or 3		
Business Case	All Participating Respondents	Participating Catalyst Award Winners
Gain competitive advantage	89%	100%
Improve retention	59%	58%
Improve marketing/sales results	46%	38%
Improve recruitment	46%	38%
Enhance creativity and innovation	41%	29%
Respond to requests/requirements of clients	12%	8%
Improve stature/reputation in the community	10%	8%
Respond to legal requirements	7%	0%

The following quotation illustrates how one company integrates diversity into its overall business strategy.

We are particularly proud of the holistic approach we have taken in developing and implementing our diversity strategy. Our company has long embraced diversity as a strategic imperative and as a philosophy that has provided a competitive advantage in today's global marketplace.... We believe that our diversity strategy has enriched our environment internally and externally and has led to greater creativity, greater customer satisfaction, and better external relationships.

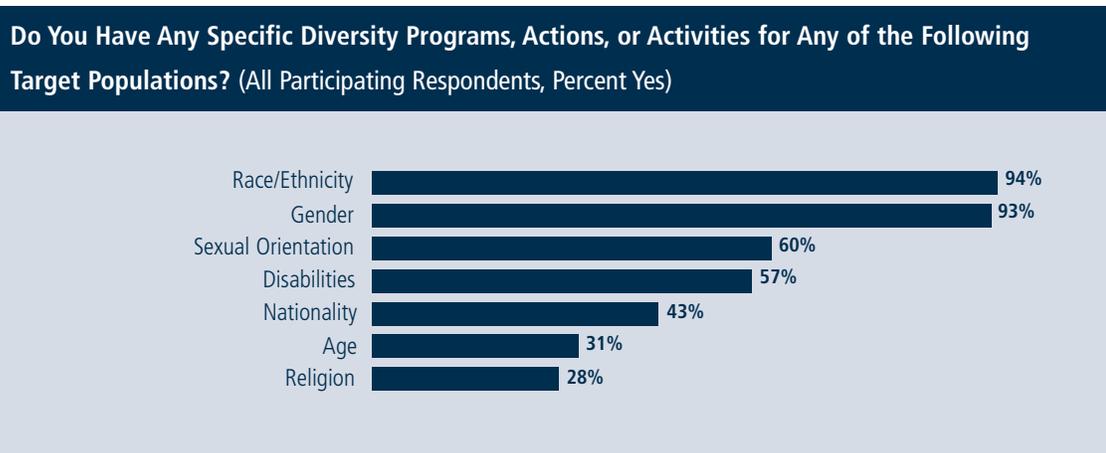
Survey respondents have formal diversity strategies and dedicated resources.

Almost all of the participants in this survey have or are developing a formal strategy for diversity and inclusion. Eighty-six percent have a formal diversity strategy at the corporate level or in one or more lines of business, while 8 percent report that they have a strategy in development. Only 6 percent have no formal strategy in place. In addition, 90 percent of all respondents and 96 percent of Catalyst Award Winners have a designated diversity manager, director, or vice president who is responsible for leading the initiative.



The majority of diversity strategies encompass more than gender and race/ethnicity.

Nearly all of the organizations with formal diversity initiatives in this survey address race/ethnicity (94 percent) and gender (93 percent). Furthermore, the majority of respondents extend their focus to one or more additional issues, including sexual orientation (60 percent), disabilities (57 percent), nationality (43 percent), age (31 percent), and religion (28 percent). Only 15 respondents focus their diversity initiatives exclusively on gender and/or race. Catalyst Award Winner respondents target the same populations in the same order, but with greater frequency across the board. Ninety-five percent of the Catalyst Award Winner respondents target race/ethnicity and gender, which is expected because those elements of diversity are the focus of the Catalyst Award. Almost three-quarters (71 percent) of participating Award Winners have programs addressing sexual orientation and disabilities. Write-in responses cited other areas of focus, including veterans, deaf employees, supplier diversity, and personality/style issues.



Senior leadership commitment is viewed as the most important element of a diversity strategy's success.

Participants were asked an open-ended question about the most successful elements of their diversity strategies. Survey respondents consistently stressed the importance of senior leadership commitment. In particular, many cited the participation of high-level executives on diversity councils and committees as a critical component to their initiatives' success. Eighty-nine percent of respondents also report that they actively communicate their leadership commitment to all employees. The following quotations demonstrate the value of visible and sustained senior leadership support.

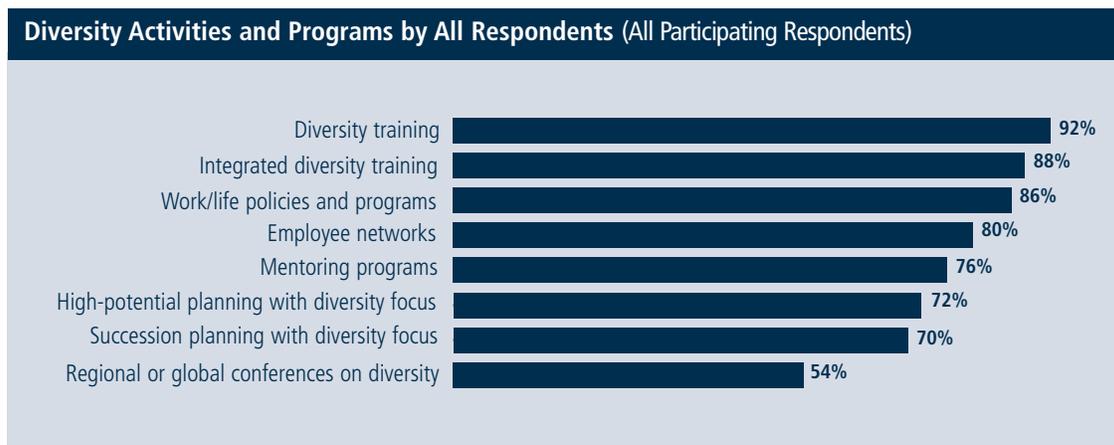
We have been successful in building senior management commitment to diversity and inclusion. Since our diversity and inclusion strategy is closely aligned with the corporate strategy of growth, our senior managers have come to see that diversity and inclusion are critical components of overall business success for the corporation.

The development of a 20-member Diversity Steering Council, which is co-chaired by the CEO and the Senior VP of HR, is critical to our success. The council drives several of our diversity inclusion processes and effectively positions diversity as a business imperative throughout the organization.

Our most successful element is the commitment from senior management in the form of a Diversity Committee. The Diversity Committee gets its charter from the Executive Committee, comprised of the president, CEO, and EVPs, further displaying our commitment to diversity at the top of the house.

Diversity training and work/life policies are the most prevalent diversity programs among all respondents.

One hundred percent of survey respondents have implemented at least one of the following eight diversity programs. Catalyst Award Winners engage in the same activities in even greater numbers and are much more likely to have employee networks, incorporate diversity into succession planning, and hold regional or global conferences on diversity.



Diversity Training

Diversity training is the most prevalent activity among all respondents. Ninety-two percent of organizations have conducted stand-alone educational programs dedicated to diversity issues in the last twelve months. In addition, 88 percent of participants and 96 percent of Catalyst Award Winners report that they integrate diversity components into their existing professional development curriculums.

The majority of participants cite diversity training as an effective way to raise awareness and educate the workforce about inclusion.

Employee education regarding diversity, inclusion, and cultural awareness [has been the most successful]. It improved our workplace climate and our responses to diverse customers.

The integration of diversity concepts within our core learning curriculum and supported by specific educational initiatives has increased our employees' awareness and sensitivity to the subtle and intrinsic behaviors, practices, and norms that undermine inclusion and, ultimately, diversity. Our strategies are successful because our focus is broad and driven by our corporate values. Our diversity goals are integrated with our business objectives.

We were a pioneer in corporate America in this area, introducing classes in the early 1970's. Today that tradition continues with education offered throughout the organization in the areas of diversity and inclusion.

Work/life Policies and Programs

Eighty-six percent of total respondents and 96 percent of Catalyst Award Winners have a formal initiative or set of programs to address work/life issues. These formal programs range from standard flexible work arrangements, such as flextime and telecommuting, to broader offerings such as wellness and sabbatical programs. Participants also noted that they offer numerous resources to employees including back-up childcare, information referral, and employee assistance programs. Catalyst finds that flexible work environments are critical to retaining and advancing all employees, especially women.

Employee Networks

Eighty percent of total respondents and all of the Catalyst Award Winners have at least one employee network. Women's networks are the most prevalent, followed by affinity groups for African-Americans and Latinos/Hispanics. It is noteworthy that 41 percent of total participants and 71 percent of Catalyst Award Winners have formal gay and lesbian networks, as sexual orientation is not a federally protected category within the Equal Opportunity Commission. This is further evidence that survey respondents are moving beyond compliance toward a more inclusive approach to diversity.

Types of Employee Networks	All Participating Respondents	Participating Catalyst Award Winners
Women	63%	88%
African-American	60%	88%
Latino/Hispanic	46%	67%
Gay and Lesbian	41%	71%
Asian-American	38%	67%

As the following quotations illustrate, employee networks provide a vehicle for members to develop their careers and advise senior leadership about their constituent groups.

Employee networks and focus groups help us keep communication open and provide us with feedback concerning training, support, and new ideas.

The employee networks are the foundation of a grassroots effort to help us with recruiting and retention issues.

The 14 affinity groups have proven to be a valuable resource in broadening diversity awareness. They also serve as advisors for recruiting and retention efforts.

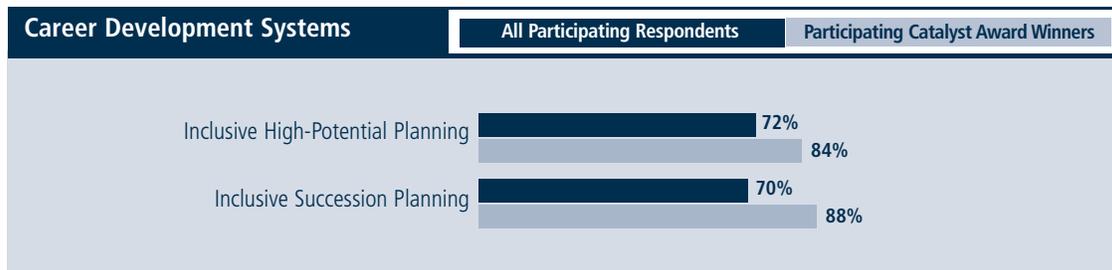
Mentoring Programs

Seventy-six percent of all respondents and 88 percent of Catalyst Award Winners also offer formal mentoring programs to employees. An additional 19 percent have no formal programs, but encourage and promote informal mentoring within their organizations. Respondents report that formal mentoring helps enhance relationships between diverse groups.

The mentoring programs for women and minorities provide opportunities for each protégé to network with senior leadership, as well as with peers. As a result, communication, awareness, and sponsorship have all increased.

High-Potential and Succession Planning

Catalyst finds that integrating diversity into existing career development systems is a best practice for building diverse leadership. Seventy-two percent of survey respondents have a high-potential planning process that incorporates diversity. Seventy percent have a formal succession planning process that ensures that diverse candidates are identified and developed. Catalyst Award Winners are even more likely to use this approach to promote diversity. Eighty-eight percent of Catalyst Award Winners have a formal process that ensures that white women, men and women of color, and/or other minority groups are included in succession planning.



Several write-in responses highlight the importance of developing diverse talent and building an internal pipeline of women and people of color. These organizations view the high-potential program as the most successful aspect of their diversity strategies.

[One of the most effective aspects of our strategy is the] identification and development of qualified women and minorities who have the potential to take on more responsibility and grow to higher professional, managerial, and executive levels.

Leadership development is the most effective, because it is part of our operating processes and not a separate program. Women and minority talents are reviewed as part of our annual process. At that time, developmental plans are recommended and approved. Six months later, specific reviews are made to ensure that high potential women and minorities are receiving the training and support necessary to succeed.

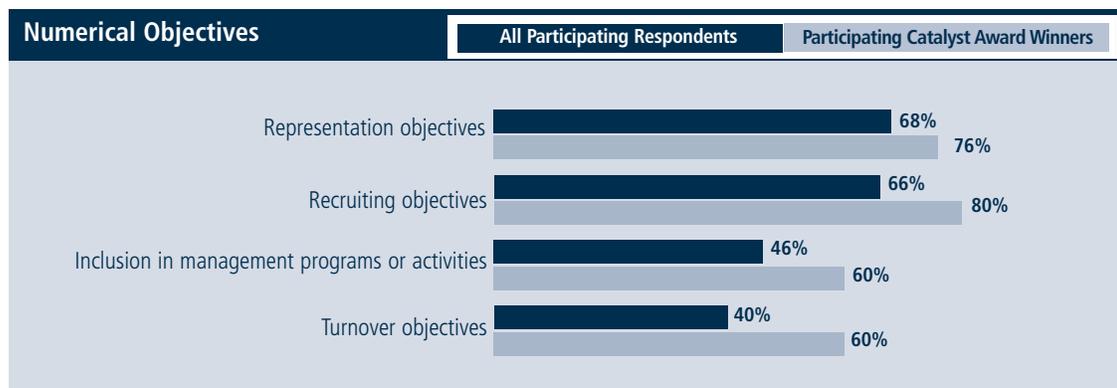
Regional and Global Conferences

Convening regional and global conferences ranks as the least frequently cited activity among survey respondents. Slightly more than half of total respondents (54 percent) and nearly three quarters (72 percent) of Catalyst Award Winners held a conference within the last 18 months. Those conferences were most likely to target women employees, followed by events focused on African-Americans.

Catalyst Award-Winning respondents are more likely to set numerical objectives for measuring progress than are other respondents. Two-thirds of all survey respondents tie their managers' performance ratings or compensation to diversity objectives.

Analyzing an organization's representation, recruiting, and turnover data by gender and race/ethnicity is a critical aspect to managing the pipeline of diverse talent. Not surprisingly, nearly all survey respondents (96 percent) conduct analyses of their HR data across demographic groups.

Two-thirds of the organizations in this study have representation and recruiting goals for white women, men and women of color, or other minority groups. Fewer participants set numerical objectives for inclusion in management programs (46 percent) or reduction in turnover (40 percent). Catalyst Award-Winning respondents are more likely to have numerical diversity goals for all of these metrics.



In write-in comments, several organizations report that metrics are the most successful aspect of their diversity initiatives.

[The most effective aspect of our diversity initiative] is the implementation of representation goals.

Our diversity planning process requires each business and geography to set specific objectives and uses a Scorecard to hold them accountable.

By projecting and tracking the “drivers of diversity” on a quarterly basis, business management can quantify the progress of their diversity strategies and adjust strategies as necessary to meet their goals.

Measurement drives behavior and by monitoring diversity metrics, organizations can hold managers accountable for change. Two-thirds of survey respondents link their managers’ performance ratings or compensation to diversity objectives.

The reason this strategy has been successful is because the programs that support it are tied directly to managers’ compensation. They are inclusive, strongly promoted and communicated, and most of all, supported by top management.

Our Chairman has a specific bonus fund set aside to reward his direct reports and their key managers who contribute significantly to enhancing our company’s diversity goals.

CONCLUSION

One of the most encouraging findings in the *2001 Catalyst Member Benchmarking Survey* is the degree to which survey respondents take a strategic approach to diversity. To make lasting change, companies and firms need to embrace the business case for diversity, rather than focusing on a narrow legalistic view. The organizations profiled here are engaged in a wide range of activities and they demonstrate results. On average, Catalyst members in this survey are more diverse than Fortune 500 companies. Additionally, Catalyst Award Winners have made significant progress in diversifying their leadership ranks. It is noteworthy that the Catalyst Award Winners invest in both sides of career development. They are more likely to incorporate diversity into their formal advancement systems, and all of them support employee networks, which help individuals develop their own careers.

Catalyst Advisory Services experts know that the overarching objective of a diversity strategy is to enable employers to capitalize on the talents of everyone, regardless of gender, race/ethnicity, or other differences. They have worked with companies and firms from a broad range of industries to develop and implement such strategies. Whether an organization is just starting to develop a diversity initiative or has already won awards for excellence in the field, the data in this report can help you gauge where you are and where you still need to go. Understanding where you are in relation to others is just the beginning. The next step is deciding where you aspire to be. It is our hope that Catalyst member organizations and Catalyst Award Winners keep raising the bar.

APPENDIX I: BENCHMARKING PARTICIPANTS

Member Respondents (partial list)

Accenture	Fannie Mae (2002)*	Norfolk Southern
Abbott Laboratories	Fasken Martineau	Northern Trust (2000)*
Aetna	FCB Worldwide	Office Depot
AFLAC Incorporated	Federated Department Stores, Inc.	Pfizer Inc.
Ambac Financial Group, Inc.	Ferro Corporation	Pharmacia
Andersen (1991)*	Fluor Corporation	Pitney Bowes, Inc. (1994)*
ARAMARK	Ford Motor Company	PricewaterhouseCoopers, LLP
AT&T Wireless Services	General Electric	Qualcomm
Avon Products, Inc. (1988, 1997)*	General Mills (2001)*	QuikTrip Corp.
Bank of Montreal Group of Companies (1994)*	General Motors Corporation	RBC Financial Group
Basell NA	The Gillette Company	Safeway, Inc.
Bausch & Lomb	Goldman Sachs & Co.	Sara Lee Corporation (1998)*
Baxter International, Inc. (1999)*	Goodwin-Procter, LLP	S.C. Johnson Wax (1991)*
Bayer Corporation (2002)*	Goodyear Tire & Rubber Corporation	Scotiabank Group
BellSouth Corporation	The Hartford Financial Services Group	Schering-Plough Corp.
BP p.l.c.	Hewlett-Packard Company (1992)*	Springs Industries, Inc.
Burger King Corporation	Humana, Inc.	State Farm Insurance Companies
Campbell Soup Company	IBM Corporation (1989, 2000)*	Sunoco, Inc.
Canadian National Railway Company	International Paper	TD Bank Financial Group (1999)*
Capital One Financial Corporation	JPMorgan Chase (2001)*	Texas Instruments, Inc. (1996)*
Charles Schwab (2000)*	Kellogg Company	TIAA-CREF
Colgate-Palmolive Company	Kimberly-Clark Corporation	Tribune Company
The Coca-Cola Company	Kmart Corporation	UBS
Conoco Inc.	KPMG, LLP	Unilever
Corning, Inc. (1988, 1999)*	The Kroger Co.	Union Pacific Railroad
Credit Suisse First Boston	Lehman Brothers	Unisys
DaimlerChrysler	Manitoba Telecom Services Inc.	United Parcel Service
Debevoise & Plimpton	McDonald's Corporation (1994)*	US Airways
Deloitte & Touche (1995)*	Merck & Co., Inc.	Verizon Communications, Inc.
Duke Energy Corporation	Merrill Lynch	Vinson & Elkins, LLP
DuPont Co. (1988)*	Morrison & Foerster, LLP (1993)*	Wal-Mart Stores, Inc.
Eastman Kodak Company (1990)*	Motorola (1993)*	Wells Fargo
Ernst & Young	Mutual of Omaha Insurance Company	Whirlpool Corporation
Exxon Mobil Corporation (1987)*	Nestlé USA	The Williams Companies, Inc.
	Nike, Inc.	Zurich Scudder Investments

* Catalyst Award-Winning Respondents

ACKNOWLEDGEMENTS

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Catalyst Can Help

Catalyst, a nonprofit **membership** organization, offers a variety of services and resources for companies and firms:

Each year, the **Catalyst Member Benchmarking Service**—a complementary benefit available to members only—provides the information companies and firms need to assess their progress on diversity.

Catalyst's **Advisory Services**, a strategic consulting practice available to members only, supports Catalyst's mission by helping companies and firms develop effective strategies to capitalize on the talents of all employees. Our services include strategy development, turnover studies, and workshops on women's networks, mentoring, and flexibility.

Companies retain Catalyst's **Corporate Board Placement** to conduct searches specifically for women board directors.

Catalyst Research—supported by an active **Speakers' Bureau** and a variety of publications—provides the knowledge and insight employers need on all aspects of women's advancement.

Catalyst **Publications**, including the most recent *Catalyst Making Change Series* written by the experts at Catalyst, extend the organization's knowledge to a wide range of audiences. Upcoming titles include: *How to Assess Your Work Environment*, *How to Be a Champion for Diversity*, *How to Create a Flexible Workplace*, and *How to Move Women of Color up the Ladder*.

To find out more about Catalyst's membership, services, and publications, visit us at www.catalystwomen.org.

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